

TOD Profiles

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San Francisco Bay Area:

2. EmeryStation, Emeryville

Developer:	Wareham Development
Jurisdiction:	Emeryville
Transit Agency:	Amtrak and Emery Go-Round shuttle from BART station
Transit Service:	Amtrak 13 daily roundtrips; Emery Go-Round 10-minute peak service



Parsons Brinckerhoff

An Amtrak station anchors this 20-acre mixed-use TOD carved out of a brownfield. A pedestrian bridge spans the tracks.

EmeryStation is a 20-acre mixed-use TOD anchored by an Amtrak station in the city of Emeryville in the East Bay. The site is located on a former 'brownfield'. The developer, Wareham Properties, and the City of Emeryville provided the leadership to implement the project that includes reuse of old industrial buildings and new construction.

The project was initiated by Amtrak (Capital Corridor), which was interested in locating a train station in Emeryville. Amtrak offered to pay lease expenses for a new station. The City negotiated the purchase of a three-acre site from Chevron and leased about a quarter of it to Wareham to build a new rail station. In 1998, construction began on EmeryStation Plaza, a three-building, and 550,000 square foot

mixed-use complex on the north, east and south sides of the Amtrak station. The first phase of the project is a 240,000 square foot, five-story office building with ground floor retail and two levels of parking below. Between 10% to 15% of the new development is ground floor mixed-use, allowing retail, commercial or office uses as the market demands.



Wareham Properties

The TOD currently includes 550,000 sq. ft. of office, 150 residential units and ground-floor retail.

Approximately 150 units in owner-occupied loft and townhome developments, plus a senior housing project, have been constructed. Permits have been issued for 100 units of rental apartments to be built next to the Amtrak station. Phase II of EmeryStation North was completed in 2001. At build-out, the

investment in EmeryStation is estimated to total \$200 million.

In 1996, the City completed construction of a pedestrian bridge over the rail tracks to a nearby mixed-use center. The bridge and a free shuttle service (Emery Go-Round) link Emeryville's busiest business, retail and entertainment areas, and provide access to BART.

Emery Go-Round

The Emery Go-Round, a shuttle bus funded by local employers, connects the development with the McArthur BART station some two miles away. The shuttle operates from 5:45 am to 9:30 pm on 15-minute headways. Various businesses in Emeryville pay for the service, with about 5% of the budget provided by the City. The City requires new projects to help support operation of the shuttle as a condition for development approval.

Parking

Most of the buildings have three parking spaces per 1,000 square feet, reflecting the standards in the City's code. Residential parking is one space per bedroom. Wareham believes parking could be reduced by 10% without impacting the project.

Wareham's strategy was to strengthen multiple modes of transit to help the project's viability. Approximately two-thirds of

EmeryStation's tenants originally moved from San Francisco, and the project now draws tenants from throughout the Bay Area.



Wareham Properties

Amtrak's interest in an Emeryville station, combined with the leadership of Wareham Development, helped transform this brownfield into a TOD.

Lessons Learned

EmeryStation is an example of how a developer with a long-term view and a small city can partner and create a significant TOD.

Wareham Development has taken a fluid approach to address market demands.

This site had brownfield contamination issues. Wareham's extensive experience in working with regulatory agencies on remediation and their ability to obtain loans and grant funds through the City was critical in making the project happen.

3. Fruitvale Transit Village, Oakland

Developer:
Jurisdiction:
Transit Agency:
Transit Service:

Fruitvale Development Corporation
City of Oakland
Bay Area Rapid Transit (BART)
Fruitvale BART Station

Unity Council



Fruitvale Transit Village is a complex mixed-use TOD involving 20 public funding sources. The scale and complexity of the project has been a barrier in moving from this model to construction.

The Fruitvale Transit Village involves the redevelopment of 5.3 acres of BART surface parking into housing and a community center. The Unity Council (formerly the Spanish Speaking Unity Council) for the purpose of developing this mixed-use, public/private project, created the Fruitvale Development Corporation (FDC).

The project was conceived as part of a neighborhood alternative to BART's construction of a parking structure at the station. BART relinquished its plan and agreed to work with the Unity Council to pursue a different type of development. The core of the transit village will cover 5 acres with a 99-year ground lease of BART's property.

The project is being completed in phases. The initial phase installed sewer and water lines, narrowed 12th street, built 67 units of affordable senior housing and planted trees. FDC also used small grants to fund a façade improvement and building renovation program involving more than 100 properties along the business corridor. (Prior to this program, vacancies had been as high as 40% in the area; now, they are less than 1%.) A Business Improvement Plan also has been prepared and property owners have agreed to tax themselves for street sweeping, cleaning and landscaping.



Unity Council

The Transit Village was originally conceived as a neighborhood alternative to the construction of structured BART parking at that site.

Project Funding and Parking

The Fruitvale Transit Village received the Federal Transit Administration's first Livable Communities grant. Ultimately, more than 20 sources of funds have been

combined to raise the total amount needed. Most of these are public funds, with an additional expected \$20 million in private investments.

Each funding source has its own set of requirements, some of which are conflicting. It took significant time and effort to negotiate a set of acceptable requirements for each element of the project and to make the various timelines mesh.

Unity Council



The first phase of construction includes 67 units of affordable senior housing. The project will include a health center, library, senior center and a child care center.

\$7.6 million in grant funds for a new parking structure were raised by the FDC and will be considered credit on the ground lease with BART. Additional funding will be necessary to complete the structure and the

FDC has agreed to assist BART in raising it. Parking for the TOD will be built by the FDC. Parking is a key element -- the lead agency for the environmental assessment required it and without replacement parking, it would be more difficult for BART to transfer land for the project.

Lessons Learned

The Transit Village demonstrates the power of a community to attract grant funds and to develop solutions that meet its unique needs:

- ▶ The project is based on a community process.
- ▶ Implementation of the transit Village has been hampered by the complexity of the project and the enormity of the vision. This has held back major progress on the project.
- ▶ The Unity Council risks becoming a 'victim of its own success' as improvements drive up property values and increase taxes. FDC's response has been to initiate a Homeownership Program that involves buying, rehabbing and selling homes at affordable prices to help stabilize the community.

4. Moffett Park, Sunnyvale

Developer:
Jurisdiction:
Transit Agency:

Jay Paul Company
City of Sunnyvale
Santa Clara Valley
Transportation Authority (VTA)
Future Tasman West Light rail Station



Jay Paul Company

View north from the future light rail station. A TOD design allowed a density increase from 35 to 56% for the high tech office building

station, excellent design, and use of high quality materials.”

The developer approached the transit agency, Valley Transit Authority (VTA) and offered to pay the full cost of constructing a

new station to serve the site (estimated at \$2.5 million). The developer was given two years after occupancy permits are issued for the office buildings in which to complete the transit station.

Moffett Park has been leveraged by the developer’s ability to build bigger buildings with a TOD design. In addition, the original proposed plan changed from office buildings surrounded by large parking lots to one in which buildings are clustered along a walkway leading to the new Tasman West light rail line immediately adjacent to the property.

In order to qualify for a 60% increase in the allowable floor area ratio (FAR), the developer submitted a revised design. According to the City of Sunnyvale’s staff report: “Elements supporting the FAR increase include the provision of public art, more than minimum landscaping, on-site amenities such as the fitness center, restaurant, bicycle facilities, and plazas, construction of the new light rail



Jay Paul Company

A pedestrian “spine” leads to the \$2.5m privately-financed light rail station.

The City staff report states:

“Construction of a light rail station is a unique and unprecedented measure to encourage alternative transportation use. A conceptual plan has been reviewed and approved by the City and the Valley Transportation Authority. Staff supports inclusion of this feature, but recommends a condition of approval that station construction be completed within two years of project occupancy. Historically only 3% of employees in this region have used public transit. Staff believes that provision of a light rail transit station can provide sufficient incentives so that future ridership levels will increase.”

Parsons Brinckerhoff



A new station on the Tasman West light rail line will connect to this walkway. The parking ratios for the project reflect a transportation demand management goal of reducing trips by 15%.

Parking

Standard parking requirements in an Industrial/R&D Office zone is 1 parking place per 250 to 500 square feet. As part of the TOD design, and in support of transportation demand management goals, the developer agreed to a parking ratio at the lower end of the range – 1 space per 310 to 320 square feet. A maximum of 2000 total parking spaces will be built.

Lessons Learned

Moffett Park is a good example of a local jurisdiction’s incentive-based policy leveraging a TOD design:

- ▶ The developer wanted the increased density and was willing to take significant steps to achieve that goal.
- ▶ The site design integrates a pedestrian spine oriented to transit and a conventional office campus.
- ▶ Moffett Park shows the value of continuing efforts to reduce the rate of vehicle travel associated with new developments.

However, the site configuration appears to allow only “private” (on-site) use of the station. It would have been better to have a public street and sidewalk between the station and the project buildings.

5. Ohlone-Chynoweth, San Jose

Developer:
Jurisdiction:
Transit Agency:
Transit Service:

Eden Housing
City of San Jose
Valley Transportation Authority (VTA)
Light rail 10; minute frequency

Parsons Brinckerhoff



Ohlone-Chynoweth is a precedent-setting project that redeveloped a park-and-ride lot into housing, including these units developed by Eden Housing.

Ohlone-Chynoweth includes housing and community facilities developed on an under-used light rail park-and-ride lot. For this project, VTA issued a request for proposal seeking a developer for the 7.3-acre site.

The former 1,100-space park-and-ride lot now includes a variety of uses: 240 park-and-ride spaces, 330 units of affordable housing, 4,400 sq. ft. of retail, and a day care center. At 27 dwelling units per acre, the residential density is relatively high compared to the predominantly single family neighborhood surrounding it.

Although the City used an expedited process for application review, the number and type of issues raised by six homeowner associations in the area resulted in the City Council deferring decisions several times.

An earlier project adjacent to the site has 135 units of affordable housing built by Bridge Housing. With the Eden proposal of 195 units, the neighbors were concerned about a total of 330 units of affordable housing in one area. After several meetings, the City Council approved the project and determined that the community will benefit from the additional housing, day care center and the retail uses.



The 1,100 space park-and-ride lot was redeveloped into 330 units of affordable housing, retail, childcare and a 240 space park-and-ride lot.

Parsons Brinckerhoff

Project Financing

The \$31.6 million project included \$14.5 million in tax-exempt bonds, \$10.5 million in tax credit equity, a \$5.2 million loan from the City to support affordable housing, \$824,000 in federal transportation funds for improvements, a \$500,000 Affordable Housing grant, and \$350,000 State Proposition 1 funds to reimburse the school fee.

Few examples of similar developments required proponents to work hard to convince major stakeholders, such as bankers, to support the project.



Parsons Brinckerhoff

The retail element of the TOD would benefit with better visibility from the street.

Major Lessons Learned

VTA staff faced the challenge of having no “TOD institutional memory” because staff who learned from previous experience developing a TOD were no longer with the company or agency when the next TOD was proposed (acknowledging that there is no single model to follow – each station is unique and the process changes to match it).

Working out issues with the homeowner associations and the school district helped City staff discover a process that will facilitate future projects.

What would you do differently?

VTA staff offered the following observations on the implementation and design of the TOD:

- ▶ Pay more attention to the program aspect of the project to ensure success of the retail, childcare center and computer space. For example, identify local businesses that would be particularly appropriate for the TOD and then offer them reduced rent for a period of time to assist them in getting established.
- ▶ Place small retail spaces along the street, rather than at a single node at the station. This can encourage the larger neighborhood to patronize the businesses. As it is, the retail is somewhat isolated.
- ▶ Design pathways to provide direct connections to nearby neighborhoods. In this case, residents of the adjacent single-family neighborhood must use an indirect path around the parking lot, which does not encourage them to use the station or patronize the retail.
- ▶ Hold meetings with the homeowners associations early in the process. Arrange to meet with representatives of all affected groups at the same time.

6. Pleasant Hill Bart Station Area

Developer:
Jurisdiction/Urban Renewal Agency:
Transit Agency:
Transit Service:

Millennium Partners (New York)
Contra Costa County Redevelopment
Bay Area Rapid Transit (BART)
BART; 5 to 10-minute frequency

Contra Costa County



Pleasant Hill Station Area. Parking for BART has been a barrier to creating a 'walkable' TOD. Plans are now underway to develop the BART parking lot as a TOD.

The Pleasant Hill BART station area is one of the best examples of suburban TOD development in the United States. TOD planning for the Pleasant Hill BART station is now entering its second generation, following the initial Specific Area Plan was developed in the 1980s.

In 1995, working with the County Redevelopment Agency, BART researched market interest in turning its 18-acre surface parking lot into a TOD. Millennium Partners was subsequently selected through a request for proposal process.

A charter planning process was held this year to identify what the community would support. As of March 2001, the draft project proposal includes: 411,000 square feet of office space, up to 345 apartments and townhouses, up to 50 for-sale units, a town square and

community green, a child care facility and about 40,000 square feet of ground floor retail and restaurants.

At build out, Pleasant Hill will continue to be an employment center. Neighborhood groups have expressed that they do not want it to be a commercial/retail destination, however. An earlier proposal would have created an entertainment attraction that would have brought transit riders in during off-peak times on a reverse commute. After two years of controversy, the multiplex entertainment center part of the project was dropped.



Contra Costa County

BART's parking lot could be transformed into offices, housing and a community park

BART, the County and the Redevelopment Agency continue to work together to build community support for this TOD.

Parking

Commuter parking for the station remains at capacity as ridership is drawn from a wide area.

To recover the surface parking spaces that will be lost from new development, parking is planned to be located in garages beneath the office and residential structures and in expanded BART parking garages. All 1,477 BART replacement parking spaces will be accommodated in structures.¹

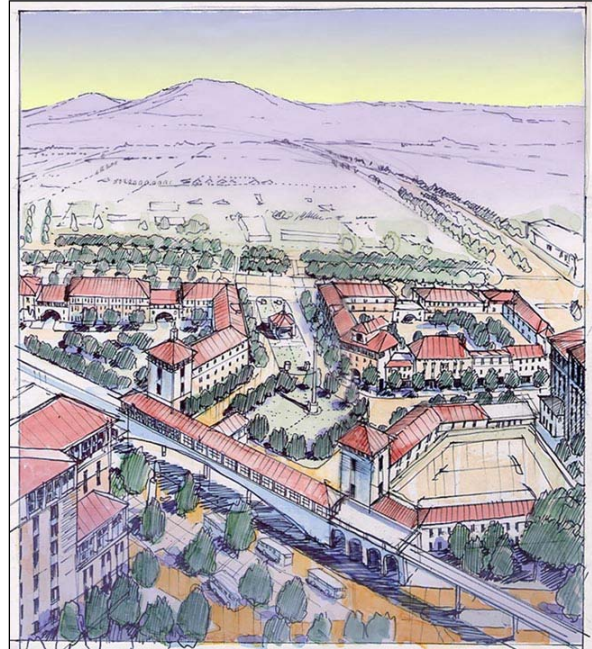
The Redevelopment Agency will finance the replacement of BART parking, assist with public facilities, and with affordable housing as part of the TOD. Subject to negotiations the Agency would be a partner in the 99-year ground lease and will receive a proportionate share of the revenues.

Lessons Learned

Staff involved with the Pleasant Hill project offer these lessons:

- ▶ Developing a TOD is a long process, particularly in an infill setting. It is important to formalize agreements while the people who adopted the plan are still in decision-making roles.
- ▶ Have a strong community process from the beginning, including people throughout the region representing broader interests, is critical.

- ▶ The County's political and financial support has been critical to project development.
- ▶ The importance of a determined political advocate who is persistent in working to achieve community consensus cannot be overstated.



Proposed Master Plan for redevelopment of BART's parking lot into a TOD.

Lennertz and Coyle Associates

¹ Additional information on parking at this TOD is provided in a separate Appeddix volume, Detailed TOD Profiles along with a special report titled *Parking and TOD: Challenges and Opportunities*.

Southern California:

7. Hollywood/Highland, Los Angeles

Developer:	TrizecHahn Centers
Urban Renewal Agency:	L. A. Community Redevelopment Agency (CRA)
Transit Agency:	Los Angeles Metropolitan Transit Authority (MTA)
Transit Service:	Metro Red Line; 10 minute frequency

TrizecHahn Ehrenkrantz Eckstut
& Kuhn Architects



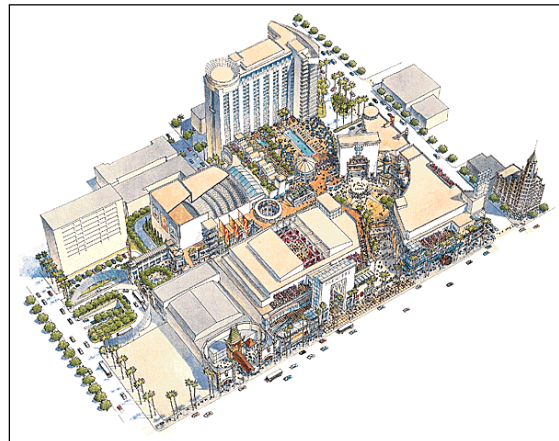
The new home for the Academy Awards anchors this \$560m major mixed-use TOD built on top of the Red Line Hollywood Highland subway station.

The Hollywood/Highland TOD is under construction above the Metro Red Line subway station in Los Angeles. A request for proposal for the project was issued jointly by CRA and MTA. The complex will combine 1.3 million square feet of specialty retail, multiplex theaters, restaurants, a 640-room Renaissance Hotel, the restored Graumann's Chinese Theatre, a 3,000 space underground parking structure, plus the Kodak Theatre – the new permanent home for the Academy Awards.

TrizecHahn holds a land lease for up to 99 years, and owns and operates the retail projects. The City of Los Angeles owns and operates the theater and parking structure, and the MTA owns and operates the station and transit facilities.

The subway station and the complex were under construction simultaneously. The transit station was completed and service began in June 2000. The TOD was completed in November 2001.

The TOD is increasing the land use mix, density and employment of the area. It is in an important location and will become a major destination/attraction. Due to increasing ridership, the Red Line now has six-car trains at peak times.



TrizecHahn Ehrenkrantz Eckstut
& Kuhn Architects



Hollywood & Highlands will generate significant tourist ridership. The station opens onto the “Hollywood walk of Fame”.

Project Financing and Public Agency Participation

Simultaneously constructing the TOD and the Red Line station presented major coordination challenges. Apart from normal underwriting issues (e.g., lease requirements), the developer felt that there were no significant problems arranging financing for the project.

The City of Los Angeles financed the garage and the theatre through two separate bond offerings. An \$81 million bond for parking structures is to be repaid from parking fees, business license fees, the transient occupancy tax for the project, and \$20 million in developer equity.

The development results from the assembly of eight separately-owned parcels, only one of which (50,000 square feet) was owned by MTA. The MTA parcel is on a long-term

lease for 60 years with four 10-year extensions.

Lessons Learned

The Hollywood Highlands TOD is an example of the need to start TOD planning early so the design of the transit facilities and other development fits together as well as possible. In this case, MTA started construction with a design that did not lend itself well to the addition of a large structure on the street level, even though it is located in a district where this is appropriate. The “fast track design” caused subsequent construction problems.

This project heightened awareness of the need to have seasoned construction managers involved early in negotiations and schedule coordination. Fortunately, a construction manager with significant experience and credibility represented MTA. He was able to respond to demands to speed up transit station completion by establishing realistic schedules and, further, by identifying areas where the developer could facilitate the process.

MTA believes that the transit system will benefit from the project, noting that most of the problems experienced are typical of large and complicated projects. Other station areas now in design are quite different from this one, as is appropriate since each one has to fit into its surroundings.

8. Pacific Court, Long Beach

Developer:	The Janss Company [sold project in 2000]
New Owner:	Meruelo Enterprises
Jurisdiction:	City of Long Beach
Urban Renewal Agency:	Long Beach Redevelopment Agency
Transit Agency:	L.A. County Metropolitan Transit Authority (MTA)
Transit Service:	Blue Line Light Rail & Bus; 15 minute frequency

Parsons Brinckerhoff



Pacific Court features 142 apartments over retail and a multiplex theatre.

Pacific Court is a heavily subsidized mixed-use TOD put together by the Long Beach Redevelopment Agency. The 2.1-acre project is located in downtown Long Beach near the western terminus of MTA's "Blue Line" light rail.

The residential component includes a mix of affordable and market rate apartments (142) above 96,000 square feet of retail including a 16-plex-movie theatre. Smaller shops ring an open-air, interior courtyard.

Project Financing

The Long Beach Redevelopment Agency assembled land for the project, and leased the property to the Janss Company. It also provided short-term 'gap financing' to facilitate construction, which was completed in December 1992 (\$25 million in Multifamily Housing Bonds, \$7 million of which were tax exempt, and \$13.6 million in Community

Facility District Bonds issued by the City to be repaid from project revenues).



According to surveys, 10% of Pacific Court's residents use transit. An MTA Blue Line station is within a block.

Parsons Brinckerhoff

The TOD increased housing, the land use mix, and density in the area and added 300 jobs in the short-term. Given an increasing retail vacancy rate in the project, it is unclear how many of these jobs still exist.



Parsons Brinckerhoff

Visitor parking was reduced to take advantage of transit availability.

Parking

The project includes 400 parking spaces, 263 for the public and 167 for residents. Parking for the project is fairly conventional – approximately one space per bedroom for residences and 5 spaces per 1000 square feet of retail.

Through a variance, guest parking was reduced to 3 spaces for every 10 units because of the project's high level of access to transit.

According to surveys, 10% of Pacific Court's residents use transit. An MTA Blue Line light rail station is within a block.

Market Performance

The mix of affordable and market rate housing has proven to be problematic. As of July 2001, all residential units are now market-rate.

Design problems and limited visibility between the retail shops and the theater has also hurt the performance of the retail portion of the project. Retailers say the design does not encourage pedestrians to view the shops on the way to the theater, and as a result, retail vacancies have been

high. In addition, the theater itself is no longer "state of the art" and therefore is drawing fewer patrons.

According to some observers, the high level of retail vacancies may have helped push the project into foreclosure. In 1993 the full cost of the project was listed at \$53 million. The Janss Company experienced financial difficulties with Pacific Court and other projects that culminated in bankruptcy. After foreclosure and emerging from bankruptcy, Janss sold the project for \$13.5 million.

9. 'NoHo' (North Hollywood) Arts District, Los Angeles

Developer:	Los Angeles Neighborhood Initiative (LANI)
Jurisdiction:	North Hollywood Community Forum
Urban Renewal Agency:	Los Angeles
Transit Agency:	L.A. Community Redevelopment Agency (CRA)
Transit Service:	L.A. County Metropolitan Transit Authority (MTA)
	4 bus lines, 20 to 40 minute frequency

LANI



Before



After

Parsons Brinckerhoff

The NoHo (North Hollywood) bus TOD has promoted economic development, increased pedestrian activity, and improved the general attractiveness of the area

The NoHo bus TOD resulted from a community partnership, with the Los Angeles Neighborhood Initiative (LANI) assisting in the formation of a community-based organization that was responsible for planning the improvements. Later, the nonprofit North Hollywood Community Forum was formed to continue promoting projects in the area.

The Los Angeles Community Redevelopment Agency owned the vacant lot that became an art park, and leased the property to the

North Hollywood Community Forum for one dollar a year. The art park and surrounding small businesses have created an attractive area that is now a much greater draw for local residents than previously.

Pedestrian plaza



Parsons Brinckerhoff

The economic development leveraged by this project has

encouraged businesses to fill previously vacant commercial spaces. Eight new businesses have moved into the immediate vicinity of the art park. One vacant property has become a Starbucks Coffee shop, and other vacant buildings are now occupied by small businesses. LANI estimates that pedestrian foot traffic in the area has increased significantly, particularly in the evenings. At least 30 new jobs have been created in the NoHo Arts District. The NoHo project has installed a parking lot across the street from the Arts Park.

Project Financing

Funding for \$100,000 of transit amenities came from a Federal Transit Administration *Livable Communities* grant.



Parsons Brinckerhoff

After creation of the art park, this restaurant created a new opening in a wall to serve outdoor diners.

Lessons Learned

The NoHo bus TOD reveals more about community development than transit, and illustrates how one of the greatest powers of TOD is to serve as a catalyst to achieve a community's vision. Key ingredients were:

- ▶ While LANI contributed seed money, it encouraged residents to make decisions as to how the funds would build capacity in the community.
- ▶ Giving community groups some control over the funds to be used in their neighborhood promoted ongoing public involvement.

NoHo is an example of how a single, well-focused project can have greater visibility than a series of changes along a corridor. It also demonstrates how short-term impacts can stimulate longer-term development in a community.

San Diego:

10. American Plaza, San Diego

Original Developer:

Starboard Development Corporation
(No longer in business)

Current Owner:

Shimizu Land Corporation

Jurisdiction:

City of San Diego

Urban Renewal Agency:

Centre City Development Corporation

Transit Agency:

Metropolitan Transit Development Board
(MTDB)



The America Plaza light rail station is incorporated into the structure of San Diego's tallest building.

This two-block TOD includes one of two commercial towers in San Diego that are distinguished by having a light rail stop built directly into their structures.

Starboard Development Corporation financed the office building and nearly four-fifths of the \$5.2 million capital costs for the station. The developer spent \$3.78 million to temporarily relocate light rail tracks, construct the new station, and connect the C Street light rail alignment to the Broadway alignment.

The Metropolitan Transit Development Board (MTDB) contributed \$1.2 million to the project and the City/ Redevelopment Agency vacated and contributed the site, including the street between the two blocks. All other costs, including on and off-site utility and other public improvement costs, were borne by the developer.

Project planning began in 1987, and



Coaster Commuter rail, Amtrak and light rail service is available next door at the historic Santa Fe Station.

the structure was built in conjunction with the new Broadway-Kettner station. To meet MTDB's light rail construction schedule, the station had to be built by January 1, 1992. The developer beat the deadline by six weeks, completing the station on November 14, 1991.

Shortly after construction began, the primary lender (a savings and loan – S&L - and prospective anchor tenant) collapsed and new financing had to be found. Meanwhile, the project schedule was being driven by the need to complete the light rail track in time to connect to new service on the other side of the site. While construction continued, financial arrangements were made that resulted in a Japanese bank buying out the original S&L and supporting the project.

The 34-story tower opened in 1992, and is one of the tallest buildings in the city. The 555,000 square foot "vertical TOD" includes offices, a specialty retail Galleria/food court (17,000 square feet), and the San Diego Museum of Contemporary Art (10,000 square feet).

Parking and Transit

America Plaza has 1,250 parking spaces in four levels under the building. The parking ratio of 2.2 spaces per 1,000 square feet of office is transit-friendly, however adjacent surface parking is available.

No ridership estimates are available for the project, however approximately 25% of all San Diego downtown workers use rail transit during peak commuting hours. The ground floor retail, 33 floors of office space and the

museum all contribute to transit patronage. In addition, the outstanding station design provides transit patrons with a unique waiting area, and has become an attractive destination and attraction.

Lessons Learned

The America Plaza project presented major challenges regarding schedule deadlines and overcoming the bankruptcy of the lender. According to MTDB, success resulted from:

- ▶ Choosing the best team to develop a project concept, rather than letting the concept drive the selection.
- ▶ Setting a "fair" project budget and schedule with allowance for changes.
- ▶ Controlling the schedule through agreements.
- ▶ Having an "ironclad" delivery date.

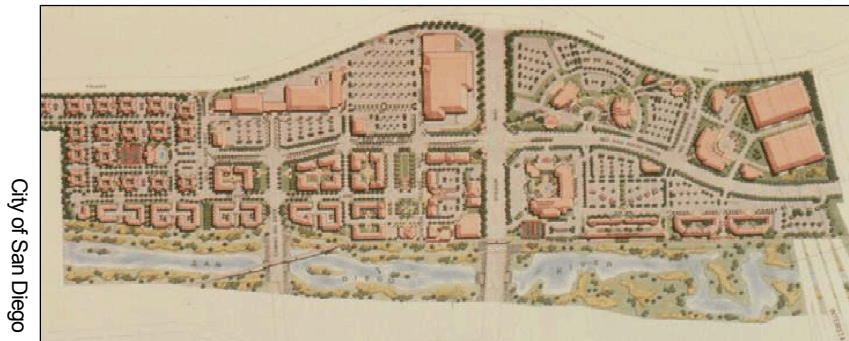


The light rail station is completely within America Plaza.

Parsons Brinckerhoff

11. Rio Vista West, San Diego

Developer:	Greystone Development Company
Jurisdiction:	City of San Diego
Transit Agency:	Metropolitan Transit Development Board (MTDB)
Transit Service:	Mission Valley Light Rail; 15 minute frequency



The Rio Vista Master Plan includes a mix of auto-oriented and transit-oriented uses on a 95-acre parcel in Mission Valley.

Rio Vista is a mixed-use TOD being built in phases on 95 acres around the Rio Vista light rail station. The City of San Diego's 1985 Mission Valley Plan designated multiple urban nodes and envisioned higher density for this particular area.

Rio Vista's first phase was a fairly standard shopping center. The first residential development along the light rail line was located one-quarter mile from the station. These units are in three-story structures at blended densities of 33 units per acre, well above densities in the surrounding suburbs, which average 4 to 5 units per acre.

The second residential phase of 240 condominium units broke ground in quick sequence.

Construction is now underway on the final residential portion immediately next to the

station. The 1,000-unit project at a density of approximately 70 units per acre is estimated for completion in 2002. The residential units are over ground-floor retail stores.

The TOD includes 30,000 to 50,000 square feet of small office and neighborhood retail. There is minimal street parking near the office/retail uses, and much of the parking is underground. The area adjacent to the station includes reduced parking requirements because of transit.



The Rio Vista TOD includes conventional retail; the first phase of residential is at the end of this road.

TOD Policies and Programs

In 1990, MTDB adopted a policy on land use coordination that calls for working closely with other agencies on pedestrian and transit-oriented developments. The City of San Diego's TOD design guidelines were adopted in 1992 and incorporated into official policies and regulations.

San Diego does not provide density bonuses for TOD, but does zone for higher densities around transit stations. The City zoning code allows mixed-uses in most commercial areas.

The City encouraged the developer to follow guidelines, and received a design that met most of the objectives of the City. No subsidies were involved in this TOD; the project was privately financed and market driven.

Lessons Learned

Rio Vista is an important example of the challenges and opportunities with a phased TOD project. Early phases of the project were criticized by some for being too automobile-oriented. The newest phase, a high-density

residential portion, holds the promise of being one of the most transit-friendly suburban projects in California.

Major lessons from this project include:

- ▶ Providing a TOD-friendly master plan can facilitate quality development.
- ▶ Having a motivated developer who is committed to the project for the long-term is important.
- ▶ The importance of being persistent and pursuing quality TOD design.



The first phase of apartments is beyond an easy walk to the light rail stop; 1,000 new apartments are under construction immediately adjacent to the station.

12. Uptown District, San Diego

Developer:	Oliver McMillan / Oldmark & Thelan
Jurisdiction:	City of San Diego
Transit Agency:	Metropolitan Transit Development Board (MTDB)
Transit Service:	5 bus routes, 15-minute frequency

The Uptown district is a 14-acre mixed-use bus TOD put together under the leadership of the City of San Diego. For this project, San Diego wanted to showcase a mixed-use development. There was no public opposition to the project since it required relatively little change to the community (the site was a former Sears store in an existing mixed-use community).



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These gated condominiums face onto landscaped courtyards.



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Ralph's Grocery viewed from second level offices with an outdoor café below.

The City issued a request for proposal soliciting developers for the project in 1987, and the project was completed in 1989. The residential component has 320 units at an average density of 43 units per net acre and 145,000 square feet of retail and commercial space, including a 42,500 square foot supermarket.

TOD Policies and Programs

In 1990, the San Diego Metropolitan Transit Development Board (MTDB) adopted a policy on land use coordination that promotes working closely with other agencies regarding pedestrian and transit-oriented developments.

The City of San Diego adopted TOD design guidelines in 1992 (after project completion), which were incorporated into official policies and regulations. San Diego does not provide density bonuses, but does zone for higher densities around transit stations. City zoning code allows mixed-uses in most commercial areas.

Transit ridership in the area was strong before the project was built, and increased after project construction (requiring additional bus service). Many residents walk to nearby bus stops.

The Uptown project was funded by the City redevelopment agency and by private companies. It has been successful in creating a higher-density community where it is convenient to walk to shopping and access to bus transit service is good.

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A pedestrian arcade connects a bus stop on University Avenue to the core of the neighborhood.

Parking

No special parking reductions were implemented to account for the presence of transit. The parking ratio for commercial development in San Diego is one space per 285 square feet and 2.25 spaces per unit for the condominiums. The developer chose to construct more parking spaces than the City recommended in its solicitation.

Residential and supermarket parking is located underground, and street level spaces are also available for retail shoppers. No parking is provided specifically for bus riders.

Lessons Learned

With strong city leadership, a bus TOD became an important community asset. Like other TODs, the residential portion is more successful than the retail. For this project, public land ownership was important, because the City could wait for a quality design to be proposed before allowing development.

Uptown is a good example of how to accommodate the needs of the automobile *and* create a well-designed, pedestrian-friendly mixed use TOD.



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The Uptown neighborhood has an extensive network of inviting pedestrian walkways and plazas.